

# BOZEMAN

M O N T A N A



MARKETING PLAN FOR FISCAL YEAR 2011

## **PURPOSE**

The purpose of the Bozeman Convention and Visitor Bureau (CVB) is to enhance the economic development of the community through the promotion of tourism, film production and meetings while sustaining its geographical character, environment, culture, aesthetics, heritage and the well-being of its residents. We strive to accomplish the above while adhering to our mission statement:

*The Bozeman Convention and Visitor Bureau contributes to a positive quality of life in Bozeman by promoting tourism as a sustainable industry.*

## **STRATEGY**

This marketing plan establishes a strategy that will coordinate the Bozeman CVB's efforts with the *Montana Tourism and Recreation Strategic Plan 2008-2012* and The Montana Office of Tourism brand pillars. This effort will allow the CVB to:

- + Develop a cohesive message and theme, which reflects the Montana brand while speaking to the Bozeman experience.
- + Provide quality and unique experiences to residents and nonresidents while maintaining Bozeman's character and sense of place.
- + Strengthen Bozeman's economy through the promotion of the state as a vacation destination and film location.

## **IDENTITY**

Bozeman's strengths and unsolved opportunities can be applied to its two primary targets (consumer travel and film production) and its secondary target (meetings).

## **STRENGTHS**

As Montana continues to see more and more Geotravelers, Bozeman has the attributes that appeal to this defined group of travelers (well preserved historic downtown, clean water and air, wildlife and vistas, open spaces and dark night skies, public forests, access to lakes and rivers). Bozeman will continue to attract travelers even while the economy recovers.

- + Only 14% of Montana's visitors qualified as non-Geotravelers\*
- + On a scale of one through six – six being the most committed Geotraveler – travelers statewide scored a 4.4 on the scale.\*

\*Source: Norma Nickerson, ITRR

## **PRIMARY—**

### **VIBRANT SMALL TOWNS THAT SERVE AS GATEWAYS TO OUR NATURAL WONDERS**

#### ***Yellowstone National Park***

- + Bozeman is conveniently located a short drive from one of Montana's natural wonders and main visitor attractions. Yellowstone had its best year ever, hosting 3.3 million visitors, making it the fourth most-visited national park in 2009.\* Research shows that the most important influence for visitors to Bozeman is visiting Yellowstone National Park:

\*Source: USTravel.org

- + 60% of visitors to Bozeman visited Yellowstone National Park.\*
- + 81% of visitors to Bozeman took day-trips, and 57% of that group took a day-trip to Yellowstone National Park.\*
- + The scenery of the area is a key element of most trips, as is a visit to Yellowstone National Park.\*
- + Other popular activities include wildlife viewing, visiting museums, historical sites and other parks.\*

\*Source: Bozeman Convention & Visitor Bureau Convention Research, Strategic Marketing & Research, Inc., October 2008

## **MORE SPECTACULAR UNSPOILED NATURE THAN ANYWHERE ELSE IN THE LOWER 48**

### ***Cultural Opportunities***

- + Bozeman offers year-round cultural opportunities, from the Museum of the Rockies, featuring the world's largest collection of dinosaur fossils, to the surrounding area's registered historic sites and Montana State University. These cultural attractions, along with numerous festivals, concerts, live theater and rodeos are key to visitors who choose Bozeman as a destination. A *Niche News* study prepared by the Institute of Tourism and Recreation Research in 2007 found 28% of people surveyed said art and culture was an important part in choosing Bozeman as a destination.\*
  - + 49% of visitors to Bozeman visited a museum\*\*
  - + 41% of visitors to Bozeman visited historical sites\*\*

\*Institute of Tourism and Recreation Research, *Niche News*, Visitors of Arts, Culture and Outdoor Recreation to Bozeman, 2007

\*\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

### ***Recreational Opportunities***

- + Bozeman provides the opportunity to indulge in virtually every type of outdoor activity, from fishing, hiking, mountain biking, whitewater rafting and horseback riding to downhill and cross-country skiing, snowboarding and snowmobiling. This range and variety of activities draw visitors to the area and ranks very high among Geotravelers:
  - + 49% of visitors to Bozeman viewed wildlife\*
  - + 38% of visitors to Bozeman visited another state or national park (besides Yellowstone National Park)\*
  - + 37% of visitors to Bozeman hiked or biked\*
  - + 14% of visitors to Bozeman fished\*
  - + 12% of visitors to Bozeman whitewater rafted or kayaked\*
  - + 11% of visitors to Bozeman rode horses\*

Importance of Geotraveler attributes:

- + Wildlife viewing activities – 5.4\*\*
- + Amount of open space – 5.4\*\*
- + Access the public lands – 5.2\*\*
- + Access to waterways – 5.0\*\*
- + Paths for walking & biking – 4.7\*\*

\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

\*\*Source: *Niche News*, Statewide Vacation Visitor Geotourism Vacation Characteristics, January 2010. On a scale of one through six – six being extremely important.

## **SECONDARY—**

### **BREATHTAKING EXPERIENCES BY DAY AND RELAXING HOSPITALITY AT NIGHT**

#### ***Lodging Facilities***

- + Bozeman currently has 1,950 rooms—20% more rooms than five years ago\*—offering a wide variety of accommodations from hotels/motels, bed & breakfasts, cabins, ranches and vacation homes, to both private and public campgrounds. Lodging is ranked third in vacationer expenditures after food and gasoline.\*\* Of those vacationers that visited Montana in 2009, 36% of the nights spent by the vacationer were spent in Yellowstone Country.

\*Source: Bozeman Chamber, 2010

\*\*Source: Niche News, Preliminary 3<sup>rd</sup> Quarter, 2009 Expenditure Comparison

#### ***Fine Dining and Unique Shopping***

- + Visitors and residents value a variety of shopping and dining options in and around the Bozeman area. Bozeman is known for its historic and charming Main Street, which offers travelers a wide array of choices from fine dining to local fare to galleries and boutiques. The following attributes ranked of high importance with the Geotraveler.
  - + Main streets that reflect the local culture and heritage of the destination – 4.7\*
  - + Eating at restaurants where locals eat – 4.7\*
  - + Locally owned restaurants – 4.5\*
  - + Restaurants serving local products – 4.3\*
  - + Availability of Montana made arts & crafts – 4.2\*
  - + Local shops/boutiques – 3.9\*

\*Source: *Niche News*, Statewide Vacation Visitor Geotourism Vacation Characteristics, January 2010. On a scale of one through six – six being extremely important.

#### ***Montana State University***

- + Founded in 1863, Montana's first state-supported higher education institution set an enrollment record with 12,764 students in 2009.\* MSU offers a variety of undergraduate and graduate programs as well as cultural opportunities for students, Bozeman residents and visitors throughout the year. About 10% of all visitors to Bozeman attended a Montana State University event.\*\*

\*Source: Montana State University, Office of Admissions, 2009

\*\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

## UNSOLVED OPPORTUNITIES

While economic conditions are on the rise, FY11 will continue to be a challenging year for travel, tourism, and overall budget planning. The U.S. Travel Association forecasts that domestic leisure travel will increase 1.9% in 2010, but there is little doubt that leisure travelers will continue to restrain their spending and look for deals and value, as they did in 2009.\* So while the economy recovers, it's important to focus on valuable opportunities while setting long-term goals.

\*Source: Dr. Suzanne Cooke, U.S. Travel Outlook, February 2010 Newsletter

### ***Economic Downturn***

The Montana Office of Tourism reported an 8% drop in tax revenue from 2008 to 2009 and Bozeman collected 9% less in 2009 than in 2008.\* While Montana was able to retain nearly the same amount of nonresident visitors as 2008 (only a slight .1% drop), the average daily expenditure for the summer quarter dropped by 27%.\*\* This trend is expected to continue as people continue to travel but seek ways to keep expenses low.

Travel deals and bargains still reign in 2010 throughout the travel industry. U.S. Travel's February travelhorizons™ survey, conducted with YPartnership, revealed that incentives and discounts had to be deep in order to influence decisions about destinations and travel service suppliers. Discounts requiring travelers to spend or stay longer in order to save, such as coupon books and second-day free offers are generally less motivating than other incentives.\*\*\* As travel trends evolve toward vacationers looking for unique experiences, trips closer to home and last-minute deals, Bozeman is poised to remain ahead of the curve by participating in co-op opportunities, leveraging high visitation to Yellowstone National Park and aligning with the Montana Office of Tourism's brand positioning.

- + 46% of tourism businesses in Montana are expecting their visitation to increase in 2010 compared to 2009 while 43% believe their visitation will remain the same.\*\*\*\*
- + Last minute bookings increased 57% in Yellowstone Country\*\*\*\*
- + Walk-in patrons increased 37% in Yellowstone Country\*\*\*\*
- + Visitors seeking less expensive activities increased 62% in Yellowstone Country\*\*\*\*

\*Source: Department of Commerce, MT.gov, Montana Promotion Division

\*\*Source: Montana Office of Tourism March 2010 Update eNewsletter

\*\*\*Source: David Sheatsley, travelhorizons™

\*\*\*\*Source: ITRR, 2010 Tourism Outlook Results by Tourism Region and Business Type

The diagram on the next page shows the expected return of vacation travel.

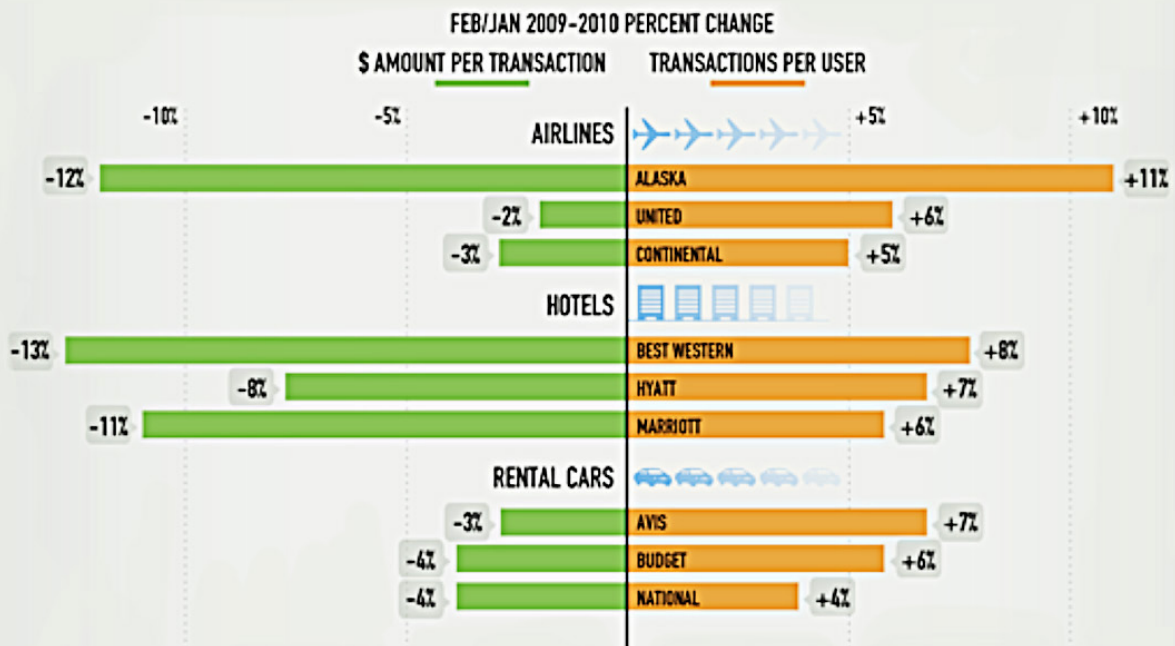
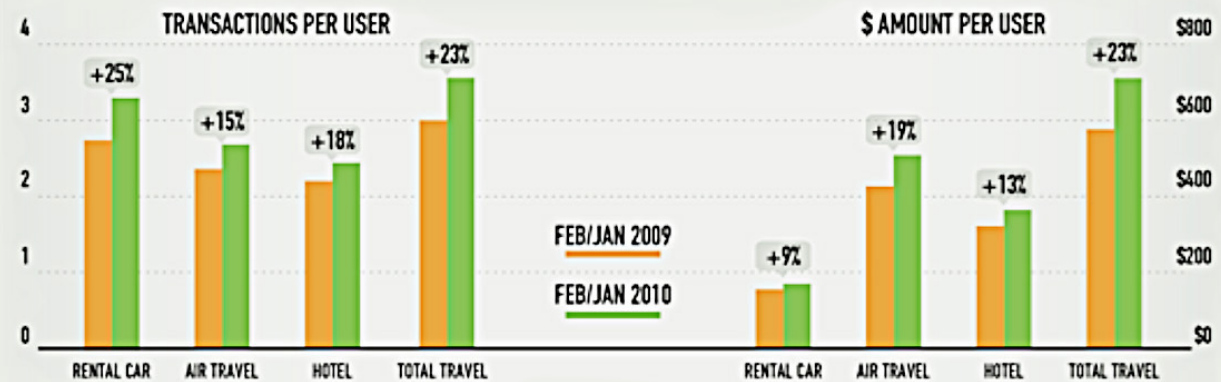
## THE RETURN OF THE VACATION

### ON THE ROAD AGAIN

SO FAR IN 2010, AMERICANS ARE HITTING THE ROAD, INDICATED BY INCREASED PURCHASES AS WELL AS OVERALL SPENDING ON TRAVEL. THIS SIGNALS A RETURN OF CONFIDENCE IN THE ECONOMY AND PERSONAL FINANCIAL STABILITY.

### BUY LOW, FLY MORE

DECREASED DOLLAR AMOUNTS PER TRANSACTION SHOW THAT THESE TRAVEL INDUSTRY LEADERS ARE CUTTING PRICES SHARPLY TO BRING CUSTOMERS BACK. THE EFFORTS HAVE WORKED, AS OVERALL SPENDING ON TRAVEL HAS INCREASED AS A RESULT OF AN INFLUX IN THE NUMBER OF TRAVEL PURCHASES COMPARED TO LAST YEAR.



SOURCE: MINT.COM



### ***Differentiation of Attributes***

Bozeman is tasked with differentiating itself from better-known destinations, destinations with more tourism funding and other western destinations. In the last year, the Bozeman CVB began integrating the three Montana brand pillars into the CVB messaging to convey the essential attributes that distinguish Bozeman from other Rocky Mountain destinations. By highlighting our surrounding vast unspoiled nature, positioning ourselves as a vibrant and charming gateway town to natural wonders and showcasing our abounding hospitality, we are able to provide consistent messaging with the state, leverage tourism dollars, attract the Geotraveler and differentiate Bozeman from other destinations.

### ***Yellowstone National Park Corridor (long-term goal)***

Yellowstone National Park had record-breaking visitation in 2009 with over 3.3 million visits. Bozeman serves as a major gateway to Yellowstone National Park. The Bozeman CVB recognizes the opportunity to partner with surrounding communities to leverage this high visitation to the area by branding the Yellowstone National Park corridor from Bozeman, south to Big Sky and continuing on into West Yellowstone. This area offers cultural experiences, a myriad of dining options, fishing, rafting, hiking, biking, a resort community and most importantly, our nation's first playground, Yellowstone National Park. The Park is the #1 draw for visitors to the area and the below table shows that these visitors often take day trips. By creating a brand that shows the entire corridor as one unique experience, we have the opportunity to distinguish ourselves from other Rocky Mountain destinations.

**Table 1: Day-Trip Destinations Shared by Big Sky and Bozeman Visitors\***

Day-Trip Destinations		Overall	Summer	Winter
Bozeman Vacationers*	Yellowstone National Park via West Yellowstone	57%		
	Big Sky, Montana	40%		
	Yellowstone National Park via Gardiner	29%		
Big Sky Vacationers**	Bozeman, Montana	47%	64%	45%
	Yellowstone National Park	58%	79%	50%

\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

\*\* Source: Big Sky Convention & Visitor Bureau Visitor Profile Research, Strategic Marketing & Research, Inc., April 2009



### ***Navigation and Transportation***

As Bozeman experiences rapid growth and increased visitation from tourists, transportation in and around the Bozeman area continues to be a challenge. It can be difficult to rent a car during the peak seasons without a reservation. In addition, rental cars, buses and taxis can be expensive alternatives for production companies and meeting planners trying to transport large groups of people. The community of Bozeman is making improvements to address this issue. In 2007, the Streamline Bus System began service, providing free transportation to Bozeman residents and visitors. Additional routes have been added, and the service has seen great success.

The newest addition to help with transportation is Linx, a new transportation pilot program launched by Yellowstone Business Partnership. Linx connects transportation providers across 27 counties in Idaho, Wyoming and Montana to address the Greater Yellowstone region's transportation challenges and market their services through one integrated system.

In February of 2010 the Bozeman City Commission adopted the Downtown Improvement Plan. A study, done by LMN Architects, as part of the Bozeman Downtown Improvement Plan, found that the points of entry to Bozeman are confusing, and people are not really sure when they have arrived in Bozeman. In addition, way finding or lack thereof makes it difficult to navigate through town. Residents and nonresidents noted that the signage was difficult to read, hard to follow and missing in places where it is needed.

Updates to current signage will make navigation in and around Bozeman easier for visitors and residents. Author of *The Experience Economy*, Jim Gilmore, spoke at the 2009 Montana Governor's Conference and noted the importance of "resident traps." Residents need to be the biggest ambassadors of what their community has to offer. One of the best ways to do this is through their own experiences, shopping at local shops and eating at local restaurants so when the visitors ask where to go, they are getting the answer to the question they really want to ask... "Where do the locals go?"

Once residents endorse an establishment it is almost certain that visitors will follow. Implementing better navigation not only helps visitors and residents identify what there is to see and do, but also can promote spending. Improved signage and planned development will help welcome people to Bozeman and better define the town.

## **GOALS**

Bozeman's long-term goals focus on two primary markets and one secondary market as outlined below.

### ***Primary Market – Consumer Travel***

#### **MORE SPECTACULAR UNSPOILED NATURE THAN ANYWHERE ELSE IN THE LOWER 48**

- + Showcase Bozeman's proximity to one of our state's premier natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.

#### **BREATHTAKING EXPERIENCES BY DAY AND RELAXING HOSPITALITY AT NIGHT**

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.
- + Continue to support and work with private and public entities to manage Bozeman's natural, historic and cultural assets with balanced sustainable levels of resident and nonresident visitor use in order to enhance and preserve Bozeman's sense of place.

#### **VIBRANT SMALL TOWNS THAT SERVE AS GATEWAYS TO OUR NATURAL WONDERS**

- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.
- + Enhance awareness and support for tourism and recreation among Bozeman residents and elected officials including obtaining additional funding to support sustainable tourism.

### ***Primary Market – Film Production***

#### **MORE SPECTACULAR UNSPOILED NATURE THAN ANYWHERE ELSE IN THE LOWER 48**

- + Work to promote Bozeman as one of Montana's premier filming locations and develop partnerships with the state, other regions and CVBs and private businesses in an effort to leverage funds.

### **BREATHTAKING EXPERIENCES BY DAY AND RELAXING HOSPITALITY AT NIGHT**

- + Educate production companies about the state's film incentive program and the variety of locations available for filming in the Bozeman area.
- + Inform production companies about the variety of services available in the community from accommodations and dry cleaners to hardware stores and office equipment.
- + Increase the number of productions by utilizing locations within the Bozeman area or using a variety of equipment and services from the Bozeman community.

#### ***Secondary Market – Meetings***

### **MORE SPECTACULAR UNSPOILED NATURE THAN ANYWHERE ELSE IN THE LOWER 48**

- + Support the promotion of Bozeman as a meeting destination through CVB partnerships with the TBID, Montana State University the city of Bozeman and private businesses.

### **BREATHTAKING EXPERIENCES BY DAY AND RELAXING HOSPITALITY AT NIGHT**

- + Support the promotion of Bozeman as a meeting destination for 500 people or less and educate planners about Bozeman's amenities, including cultural, recreational and technological opportunities, as well as dining and shopping.

### **VIBRANT SMALL TOWNS THAT SERVE AS GATEWAYS TO OUR NATURAL WONDERS**

- + Educate conference attendees about the number of family, recreational and cultural activities available in the area.

## **OBJECTIVES**

The Bozeman CVB objectives are categorized into two primary segments (consumer travel and film production) and one secondary segment (meetings). A summary review of the FY10 objectives, FY10 results and the FY11 objectives are outlined in the following pages.

## PRIMARY MARKET – CONSUMER TRAVEL

### FY10 OBJECTIVES:

- + Maintain year-round visitation to Bozeman as measured by FY09 bed tax collections
- + Maintain total revenue brought into the Bozeman community as measured by FY09 numbers
- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 10%
- + Increase the number of people who sign the guestbook to 2007 levels or above
- + Increase length per user session on the website by 30 seconds (increase to 3:30 per session)
- + Increase number of user sessions per day by 25% (increase to 250 sessions per day)
- + Assist the Montana Office of Tourism with at least one media tour per fiscal year that will showcase Bozeman and the surrounding area and generate a variety of story ideas

### FY10 RESULTS:

- + Bozeman bed tax collection reports, from the Department of Revenue (based on a calendar year); indicated collections were down 9% in 2009. Winter collections (January through March) showed an 11% decrease from 2008. Shoulder seasons were down 22% overall; April through June was down 11% ,and October through December was also down 11%. Summer collections (July through September) were down 5%.
- + Total tourism revenue collections in 2009-2010 were \$196,525,867.25.\* This is up 9.42% from 2008-2009. (Because these numbers are based on 2005 expenditure patterns they are higher than they should be. The figures that will include spending patterns based on the newly collected data should be ready in June). This is the best information available at the time of this report.  
\*Source: Early ITRR data April 2010
- + The Bozeman CVB inquiries (calls and emails to the call center) from March of 2009 through March of 2010 were down 20%. In April 2009 we switched from Urchin to Google Analytics. Over the last year we have had 60,568 visits to the site with the average time on site as 3:21 minutes. If you compare this to other travel websites that are a similar size to the Bozeman CVB, we have 17.87% more visits to our site than similar travel websites. The visitor to our site spends 38.69% more time on our site than a similar sized travel website. (This info from Google Analytics) We can compare the month of April of 2009 to April 2010. Visits to the site were down 7.87%, but time on site was up 41.05%. Next year we will have a complete year of data to compare.
- + Total guest book signatures in 2007 totaled 1598. In 2008 guest book signatures were 1805 and in March of 2009 were 1309. In March of 2010 the number of people who signed the guest book was at an all time low of 990.
- + The length of a user session (average time on the site) was 4:02 minutes compared to 2:55 from 2008. We met our goal to increase the user session by 30 seconds.
- + We met our goal of increasing user sessions per day (unique visitors) from 200 to 674 or 237%!
- + Finally we indicated that we would like to assist the Montana Office of Tourism with at least one media trip per fiscal year. We partnered this year in two press trips with the Montana Office of Tourism. We hosted several journalists with *Ride Guide* and one journalist who wrote for *Jaunted*.

The below chart indicates the breakdown of tourism revenue in Bozeman from 2009.

Total expenditures by Gallatin County were \$659,482,776.

**Table 2: 2009 Estimated Bozeman Tourism Impact\***

Breakdown by Category	2009
Restaurant/Bar (21%)	\$41,270,432.12
Retail Sales (16%)	\$31,444,138.72
Gasoline/Oil (28%)	\$55,027,242.00
Misc. Expenses (1%)	\$1,965,258.67
Campground/RV (2%)	\$3,930,517.34
Outfitter/Guide (4%)	\$7,861,034.68
Auto Rental & Repair (5%)	\$9,826,293.35
Groceries/Snacks (8%)	\$15,722,069.36
Transportation Fares (2%)	\$3,930,517.34
Hotel/Lodging (9%)	\$17,687,328.03
Gambling (1%)	\$1,965,258.67
License/Entrance Fees (2%)	\$3,930,517.34
Unallocated (1%)**	\$1,965,258.67
Total	\$196,525,867.25

\*Source: Institute of Tourism and Recreation Research. These totals are based on Gallatin County Lodging collection figures for 2009 and the 2005 non-resident data set.

\*\*Unallocated funds due to rounding.

**FY11 OBJECTIVES:**

- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers

- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 5%
- + Increase the number of people who sign the guestbook to 2007 levels or above
- + Increase time on site by 30 seconds from 4:02 to 4:32
- + Increase number of user sessions per day by 5% from 674 to 707
- + Assist the Montana Office of Tourism with at least one media tour per fiscal year that will showcase Bozeman and the surrounding area and generate a variety of story ideas

## **PRIMARY MARKET – FILM PRODUCTION**

### ***FY10 OBJECTIVES:***

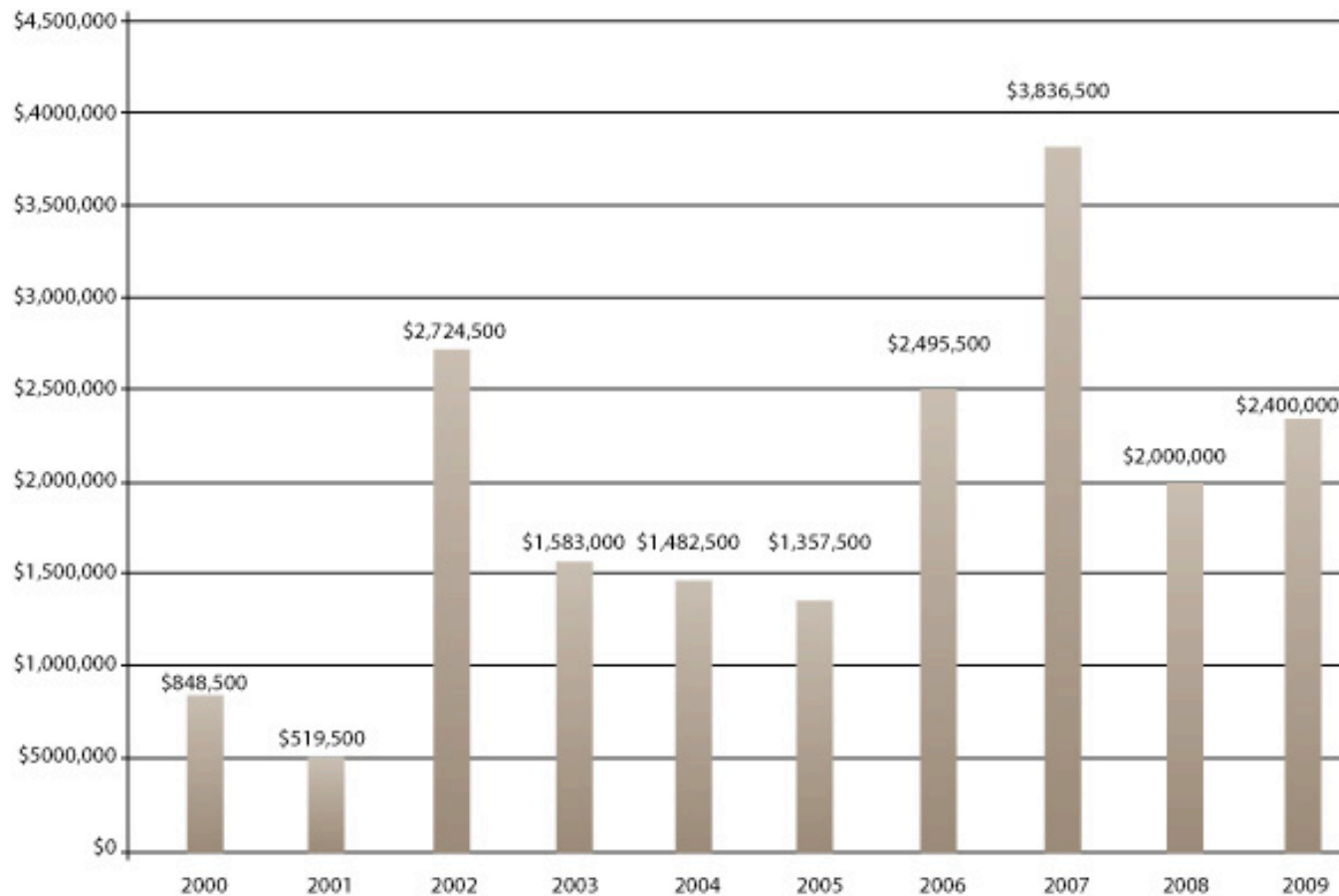
- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by FY09 numbers (the film office is operated on a calendar year not a fiscal year)
- + Meet with a minimum of 75 directors/producers at a film festival

### ***FY10 RESULTS:***

- + According to the data provided by the Montana Film Office, the estimated revenue for projects that filmed or utilized services in Bozeman in 2009 was about \$1,560,000 million. This is up from 2008. In 2008 there were six features filmed in Montana but none were filmed in Bozeman. In 2009 there were no features filmed in Montana. Since Bozeman has the largest production crew base for Montana, much of the \$4.9 million spent in Montana comes home in the pockets of Bozeman-based crews in the form of their salaries. This list, however, is merely the direct spend on Bozeman based projects.
- + Commercials – 3 total – approximately \$285,000 in direct expenditures
- + Documentaries – 3 total – approximately \$25,000 in direct expenditures
- + Independent Feature – 1 total – approximately \$50,000 in direct expenditures
- + Television – 6 projects – approximately \$1,100,000 in direct expenditures
- + Short Films/Video/Industrial – 3 projects – approximately \$100,000 in direct expenditures
- Total – \$1,560,000**
- + Another important note is that in 2005 when Montana passed the film incentive program, we were 10<sup>th</sup> in the nation to have an incentive program. We saw a 34% growth in the film industry in Montana in 2006 and a 12% growth in 2007. At the start of 2009, there were 42 states with film incentives, and Montana has slipped from 10<sup>th</sup> to 30<sup>th</sup> in number of film productions across the US.

- + At the Sundance Film Festival for 2010, there were 100 producers/directors who attended our event. In addition, we were able to meet with numerous people in the industry at the Film Makers Lodge and the Sundance sponsorship reception. We exceeded our goal of meeting with 75 producers/directors.

**Graph 1: 2000 – 2009 Estimated Expenditures from Film Production – Bozeman Area\***





Currently there are 81 businesses in Bozeman and 143 individual crew members from the Bozeman area listed on the Montana Film Office Website ([montanafilm.com](http://montanafilm.com)). Although *Undaunted Courage* was slated for 2010, the project was postponed until 2011. We expect the economic impact of filming this in Bozeman to be nearly \$24 million dollars.

\*Source: Montana Film Office, 2010

#### **FY11 OBJECTIVES:**

- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by the calendar year 2008 numbers
- + Meet with a minimum of 75 directors/producers at the Sundance Film Festival

#### **Secondary Segment – Meetings**

In FY10, The Bozeman CVB decided to discontinue actively advertising meetings and conventions through paid print and Internet campaigns. This will continue in 2011. However, the CVB realizes the importance of meetings and will continue to support this secondary market through website updates, supplying vacation planners and meeting information as requested.

#### **FY10 OBJECTIVES:**

- + Evaluate the new functionality of the Meetings & Conventions website and measure user sessions to this section of the site as a benchmark for future years
- + Have the Tourism Business Improvement District (TBID) operating in the Bozeman area by January 2010. Additional funds from the TBID *may* be used to promote meetings in Bozeman

#### **FY10 RESULTS:**

- + In 2010 we were able to track the number of visitors from the Meeting and Convention portion of our website to the hotels directly. Between April 2009 and April 2010, views to the 12 hotel pages totaled 2096. One hundred and forty five planners clicked through to specific properties. Detailed information on each property can be found at <http://www.bozemancvb.com/tracking/>.
- + The TBID assembled and began operating in November of 2009. A small online advertising campaign was launched for the warm season FY10 in order to drive shoulder season visitation to Bozeman. The TBID board has decided not to spend any additional funds until a strategy and plan have been created.

**FY11 OBJECTIVES:**

- + Continue to upgrade the Meeting and Convention portion of the website as needed
- + Work with the TBID to support Meeting and Convention efforts

**STRATEGIC PLAN**

This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2008-2012* through the implementation of the marketing strategies outlined below. Specifically the Bozeman CVB marketing plan focuses on the following sections of the statewide strategic plan.

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

“Coordinate highly effective promotion efforts among state, regional, local and private partners to maximize reach to specific target and niche markets...” This will be accomplished particularly through:

- 1.1.a Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing
- 1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Action 1.2 Promote Montana to targeted groups and events, emphasizing off-peak season

- 1.2.a Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana
- 1.2.c Continue to promote Montana as a film location (Page 51)

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.” (Page 52)

- 1.3.d Create cooperative marketing campaigns between agriculture and tourism (Page 53)

Action 1.4 Improve Montana's Visitor Information System to extend visitor stays and spending

"...other components of a comprehensive visitor information system are needed such as free Wi-Fi, podcasts, RSS feeds, video downloads, etc."

1.3d Use technology to enhance Montana visitor information and marketing efforts

1.4.e Expand displays of Montana destinations and products (Page 55)

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation. (Page 55)

Action 2.1 Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.

"...show benefits to residents (e.g. jobs, taxes, support for State Parks)."

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands. (Page 57)

Action 3.1 Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.

Action 3.2 Coordinate state, regional, and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc). (Page 59)

Action 4.1 Promote Montana's existing historic and culture assets for the enjoyment of residents and visitors.

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets. (Page 63)

Action 5.1 Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).

- 5.1.c Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences

Goal 7: Improve Montana's transportation system for both residents and visitors. (Page 68)

Action 7.1 Increase air service capacity to and from Montana cities.

Goal 9: Increase funding to maintain sustainable tourism and recreation. (Page 75)

Action 9.1 Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

"Support changes in state law...in order to generate additional tourism and general tax revenue."

Action 9.2 Foster opportunities to pool public and private marketing dollars.

Action 9.3 Enhance funding for region and CVB marketing efforts.

"...evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets."

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results (and all of the Actions associated with this goal). (Page 76)

## **TARGET GEOGRAPHIC MARKETS**

Target geographic markets for the Bozeman CVB have been defined using data from the following sources:

- + Consumer Travel— Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008, Montana Office of Tourism Research, Spark Communications (Montana Office of Tourism's media partner)
- + Film Production— Inquiry tracking from the Montana Film Office, Sundance Film Festival
- + Meetings— Inquiry tracking from the Bozeman CVB, the Institute for Tourism & Recreation Research (ITRR), local area lodging partners and information compiled at the Montana Office of Tourism
- + Google Analytics

### ***Primary Market – Consumer Travel***

- + For many destinations, people from nearby areas are more likely to visit than people from farther away, but this is not the case for Bozeman. Many people across the nation visit the Bozeman area as part of a trip to Yellowstone and therefore Bozeman can draw its audience from a much broader geographic area. In the long term, our goal is to attract the first-time visitor to Montana while also attracting a regional drive market who is seeking a weekend getaway. Of those nonresident vacationers who visited Montana in the third quarter of 2009, 71% visited Yellowstone National Park.\*

\*Source: ITRR, March 2010

M.A.R.S. Stout, in addition to Google analytics, has been tracking all Bozeman inquiries for FY10. With the shift in the economy over the last year and a half, this data is the best predictor we have as to who is interested in visiting Bozeman and how they are accessing trip-planning resources.

Based on inquiries since July of 2009 coupled with the Montana Office of Tourism's research on key markets, our primary and secondary target markets are listed below:

- + Primary Markets: Illinois, Minnesota, Washington
- + Secondary Markets: California, Texas, Florida, Idaho, Oregon, North Dakota, South Dakota, Wisconsin

As the US tourism market continues to see a shift in how people travel—waiting for last-minute deals and vacationing closer to home—Bozeman CVB realizes the importance of also focusing efforts on these secondary markets which include many nearby states that would be considered the regional drive market.

### ***Primary Market – Film Production***

- + Production companies located throughout the United States and Internationally. Production companies that have filmed in Montana before.

Bozeman continues to be the home for the HATCH Film Festival, which is entering its seventh year in 2010. The CVB will also continue to attend one or more film festivals in conjunction with the Montana Film Office. This partnership has proven beneficial for both entities and is entering its fifth year.

The CVB will continue to work with the Montana Film Office to position Bozeman as an ideal destination for filming projects (due to its film production crew base and the resources available at MSU) ranging from small features to larger scale productions. At this time, during the summer of 2011 Bozeman will be the home base for the production of the HBO Miniseries *Undaunted Courage*.

### ***Secondary Market – Meetings***

The Bozeman CVB will work with the Bozeman TBID, and area hotels and planners to support their efforts in attracting their targeted meeting and convention groups.

## **TARGET DEMOGRAPHIC MARKETS**

### ***Primary Market – Consumer Travel***

The CVB continues to focus more of its advertising dollars on the consumer market. In FY08, the CVB began to direct its marketing and advertising efforts on Geotourism. In FY09, efforts focused on a few specific segments within the Geotraveler market, and PRIZM<sup>®</sup> profiles were used to define the Bozeman target segments as well as help direct the message outlets. In FY10, the CVB began implementing the new Montana Office of Tourism brand through its creative messaging, execution and media placement—leveraging Montana Office of Tourism co-op opportunities where appropriate. In FY11, the CVB plans to continue efforts that focus on the Geotraveler. This audience includes the following characteristics:

Target Demographics include: Adults 25-64, college graduates, \$50K HHI

#### **Attitudes -**

Falls into at least one of the following vacation segments:

- + Active Adventurer – Frequently choose active vacations with many things to do. Their ideal vacation is full of activities, exercise, and sightseeing. They do not, however, favor guided tours and do not find group tours attractive.
- + Tour Groupies – Prefer guided tours and packaged deals, mainly because of the convenience. Prefer to do a lot of sightseeing during vacation.

#### **Behaviors -**

Domestic travelers who participate in one or more while on vacation:

- + Sightseeing
- + Visiting national parks
- + Backpacking/hiking
- + Skiing

- + Other outdoor sports or recreation
- + Fishing
- + Bicycle riding

#### How Geotravelers Choose Travel Destinations

- + The ability to customize their experiences and create personal connections while traveling
- + The opportunity to make the most of every moment due to lack of time in day-to-day lives
- + The use of technology to plan their travels and explore their destinations before they arrive
- + An interest in immersing themselves in the culture
- + The ability to get off the beaten path
- + The capacity to get out of their comfort zone
- + Their desire to live on a healthy planet

#### Travel Habits of the Geotraveler

- + Less conventional and more independent, adventurous and active when it comes to travel
- + Prefer to book trips via airline specific sites or by way of general Internet travel sites
- + Take on a do-it-yourself attitude while planning and researching future vacations
- + More likely to travel domestically by train and plane
- + Less likely to stay close to home when traveling
- + Prefer trips longer in duration instead of opting for numerous shorter weekend trips
- + Spouse or mates have very strong influence when deciding destination

#### ***Primary Market – Film Production***

- + Independent film companies. In addition production companies seeking to film but not limited to commercials, television, music videos and documentaries, as well as companies producing print advertising, collateral material and still photographers.



### ***Secondary Market – Meetings***

- + Size: Meetings of 500 people or less

Industry: Conference business to Bozeman focuses on the following industries: agriculture, education, financial services/banking, government, healthcare, insurance, nonprofit, professional associations, trade associations and technology.

Information provided by local conference facilities in Bozeman indicate meeting and convention business is primarily generated by associations. This information also shows that nearly 95% of the meeting business that comes to Bozeman is from a regional market. More specifically, a large portion of the meeting business comes from within Montana.

## **MARKETING STRATEGY**

In 2008 visitation to Montana decreased by 6.4%, or nearly 700,000 visitors. In 2009, Montana nearly maintained this number with only a .1% decrease. However, average daily expenditure dropped 27%.\* The ITRR 2010 Tourism Outlook survey indicates that 31% of business owners had an increase in visitation in 2009, 51% had a decrease and 18% stayed the same as 2008. Tourism businesses that experienced an increase cited repeat visitors (55%). For 2010, 46% of tourism businesses are expecting their visitation to increase compared to 2009, while 43% believe their visitation will remain the same. Eleven percent of Montana tourism businesses think their visitation will decrease.

\*\*The Institute for Tourism and Recreation Research predicts a 2% increase in nonresident visitors this year.

The Bozeman Convention and Visitor Bureau believes in continued partnerships with the Montana Office of Tourism, other regions and CVBs, our sense of place partners and private businesses to leverage marketing dollars and increase consumer travel, film production and meetings.

This marketing plan is focused on attracting the Geotraveler target audience. They have the potential to increase their length of stay, spend more money, and appreciate the environment, character, aesthetics, and culture of the community. The following projects support this strategy.

\*Source: Montana Office of Tourism, Betsy Baumgart

\*\*Source: ITRR, 2010 Tourism Outlook Results by Tourism Region and Business Type

## **PRIMARY MARKET – CONSUMER TRAVEL**

### ***Primary Strategies and Tactics***

- + Continue marketing campaigns that target the Geotraveler. Continue to explore advertising opportunities with the Montana Office of Tourism as it pertains to co-op opportunities (including specific niche marketing opportunities). Explore joint ventures and branding opportunities with the Big Sky and West Yellowstone CVBs and Yellowstone Country and also continue cooperative efforts with the recently formed Bozeman TBID and private businesses.
- + Continue the distribution of the Historic Walking Tour Brochure/Maps (and reprint as necessary). This series includes the Historic Main Street Walking Tour Brochure/Map, Part I (created in FY06), the Historic Homes Walking Tour Brochure/Map, Part II (created in FY07) and the Historic Cemetery Walking Tour Brochure/Map, Part III (created in FY08). These brochures are self-guided pieces with information about 20 historic buildings (Part I), 21 historic homes (Part II) and 23 historic residents (Part III). Distribution of these brochures is through the Visitor Information Center, the Chamber of Commerce, the Downtown Business Association, the Gallatin Pioneer Museum and targeted rack placement with local tourism providers in the community. It is also available as a PDF on the Bozeman CVB website.
- + Use the research from the first part of the Bozeman CVB SMARI research study and use the Montana Office of Tourism and ITRR's research to continue to focus on the Geotraveler.
- + Participate in Media Tours.
- + Continue to expand, update and make modifications to the Bozeman CVB website. This will include seasonal updates, photography new content development, and the expansion of current sections of the site as well as continued search engine optimization and social media opportunities.
- + Continue distribution of the DVD created in FY07 as a promotional tool for both domestic and international travel.
- + Continue distribution of the DVD created in FY07 as a promotional tool for travel writers/editors.
- + Continue distribution of the Bozeman Brochure, created in FY04-reprinted in 2006, which describes the recreational opportunities available around Bozeman as well as the main attractions throughout the community. The focus of this piece is to create a year-round appeal to Bozeman. Distribution of this brochure is through the Visitor Information Center, the Chamber of Commerce, and Gallatin County Airport. Reprint as needed.
- + Continue to inform visitors arriving in Bozeman via airline about the area with Seasonal Airport Information Panels. These panels (created in FY04 and FY05) welcome visitors to the community as well as serve as outlets for the distribution of the Bozeman Visitors Guide and Bozeman Brochure.

### ***Secondary Strategies and Tactics***

- + Continue to support and staff the Visitor Information Center as well as the Chamber office.
- + Continue to stock the brochure display case, created in FY05, for the Montana Department of Transportation at the 19<sup>th</sup> Street Exit Rest Area and the Yellowstone Country Kiosk at the Bozeman Chamber of Commerce.
- + Contract with an outside vendor to answer all phone and e-mail inquiries received through the Bozeman CVB 800 number and visitbozeman.org. By working with this vendor, we are able to provide information to our potential visitors through customized software, pertaining to our area while also being able to measure the effectiveness of our marketing efforts.
- + Fulfill consumer requests with Bozeman Community Guide.

## **PRIMARY MARKET – FILM PRODUCTION**

### ***Primary Strategies and Tactics***

- + Continue to partner with the Montana Film Office promoting Bozeman as a premier destination for film productions.

### ***Secondary Strategies and Tactics***

- + Encourage local businesses to submit information to the Montana Film Office for inclusion in the Film Production Guide and on the website (montanafilm.com).
- + Act as liaison between the production company and the community. This includes everything from assistance with location scouting to providing information on office space and equipment.

Fiscal Year 2011 Annual Budget Overview

2010-2011 Budget			
Marketing Support			\$23,555.00
	Administration	\$19,255.00	
	TAC/Governor's Conference/Partners Marketing	\$1,000.00	
	Opportunity	\$800.00	
	Joint Venture	\$1,500.00	
	Undaunted Courage	\$1,000.00	
Advertising			\$45,606.00
	Consumer	\$41,106.00	
	Film	\$3,500.00	
	American Airlines	\$1,000.00	
Marketing Plan Development			\$2,100.00
Web Maintenance			\$7,200.00
Press Tours			\$500.00
Publications			\$2,000.00
Telemarketing and Fulfillment			\$13,300.00
	800 Line	\$300.00	
	Postage	\$6,000.00	
	Fulfillment by Contractor	\$7,000.00	
Trade Shows			\$7,015.00
	Sundance	\$6,815.00	
	Other	\$200.00	
<b>Total</b>			<b>\$101,276.00</b>

NOTES: 10% decrease in budget: We would decrease funds in Administration, Opportunity Marketing, Joint Ventures, Consumer Advertising, Film Industry Advertising, Electronic Marketing, Website Maintenance/Upgrades, Media Tours, Bozeman Cemetery Tour Brochure/Map and Tradeshows. (Approx. \$10,127.60)



**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Consumer Advertising FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

__X__Final
_____Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

In FY10, the Bozeman Convention and Visitor Bureau advertised to consumer travelers through various print advertising efforts, including:

- + A 1/2-page, four-color ad in the Montana Travel Planner
- + A full-page, four-color ad in the Montana Winter Guide
- + One joint venture opportunities with Montana Office of Tourism
  - + Backpacker Magazine

In addition, in FY10 the CVB participated in an online campaign that included:

- + bigskymontanenet.com
- + jacksonholeski.com
- + jacksonholenet.com
- + yellowstoneparknet.net
- + yellowstonewinterguide.com
- + alltravelcams.com
- + bozemannet.com
- + jacksonholewy.net
- + allredlodge.com
- + westyellowstonenet.com
- + aroundyellowstone.com
- + yellowstoneparknet.com
- + alltrips.com

- + away.com
- + gorp.com
- + newwest.net

As well as joint venture online opportunities with Montana Office of Tourism on the following sites:

- + Skimag/Skiingmag.com
- + Freeskier.com
- + Snowboard-Mag.com
- + TripAdvisor.com
- + Yahoo Network Buy
- + NationalGeographic.com

Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) can be found below.

For FY11 the Bozeman CVB would like to continue print advertising in the following publications:

- + Montana Travel Planner – 1/2-page, four-color ad
- + Montana Winter Guide – full-page, four-color ad
- + Continuing its online campaign that includes but is not limited to:
  - + Paid keyword searches on search engines
  - + Sponsorship of relevant editorial/advertorial content on travel-oriented or lifestyle websites
  - + Banner ad placement on travel-oriented or lifestyle websites that reach the CVB markets
- + Joint Venture Opportunities – TBD

**GOAL:**

- + To attract both in-state and out-of-state travelers to Bozeman

**OBJECTIVES:**

- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers
- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 5%



- + Increase the number of people who sign the guestbook to 2007 levels or above
- + Increase time on site by 30 seconds from 4:02 to 4:32
- + Increase number of users' sessions per day by 5% from 674 to 707

***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

Consumer advertising will encourage potential visitors to contact the Bozeman CVB for additional tourism information.

- + Showcase Bozeman's proximity to one of our state's premier natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.
- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

"Coordinate highly effective promotion efforts among state, regional, local and private partners to maximize reach to specific target and niche markets..." This will be accomplished particularly through:

- 1.1.a Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b Continue winter marketing
- 1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.” (Page 52)

**Goal 7: Improve Montana’s transportation system for both residents and visitors. (Page 68)**

Action 7.1 Increase air service capacity to and from Montana cities.

Detail pages attached **Yes**

Budget page must be attached for approval.

**PRINT ADVERTISING**

Publication: Montana Travel Planner Issue: Yearly Publication

Publication: Montana Winter Guide Issue: Yearly Publication

**POTENTIAL MEDIA OUTLETS**

- |                                |                                     |
|--------------------------------|-------------------------------------|
| + Audubon                      | + Outside: Go                       |
| + Away Network                 | + Preservation                      |
| + Backpacker                   | + Sunset                            |
| + Budget Travel                | + Sunset: Northwest                 |
| + BudgetTravel.com             | + Madden Pre-Print Newspaper Insert |
| + Discovery Digital            | + Wend                              |
| + Delta Sky                    | + Canadian Geographic               |
| + Flickr                       | + Northwest WorldTraveler           |
| + Matador                      | + Smithsonian                       |
| + National Geographic          | + Smithsonian.com                   |
| + NationalGeographic.com       | + National Public Radio             |
| + National Geographic Traveler | + Travel and Leisure                |
| + New Yorker                   | + Google.com                        |
| + Outside                      | + Gordonsguide.com                  |

- + Gorp.com
- + Goski.com
- + Freeskiier/snowboard
- + jacksonholen.net.com
- + jacksonholewy.com
- + jacksonhole-skiing.com
- + NewWest.net
- + onthesnow.com Email Blast
- + rsn.com
- + skinet.com Video pre-roll
- + ski/skiing.com
- + travelandleisure.com
- + tripadvisor.com
- + wildernet.com
- + westyellowstonen.net.com
- + Yahoo.com
- + Yahoo Network
- + Yellowstonewinterguide.com

- + YesMail.com
- + Yelp.com
- + Pandora.com
- + salon.com
- + yellowstonepark.com
- + allaspen.com
- + allglacier.com
- + allredlodge.com
- + aroundyellowstone.com
- + bigskymontanen.net.com
- + yellowstonepark.com
- + Radio stations – national and regional
- + In- state Montana newspapers
- + Out-of-home advertising
  - + Transit exteriors and interiors
  - + Billboards
  - + Buildings/windows

**FY11 PROJECT: CONSUMER ADVERTISING BUDGET**

	State Tourism Funds	Other Funds	Total
PROFESSIONAL SERVICES:			
Creative Services	\$8,500		\$8,500
Project Management	\$2,450		\$2,450
<b>TOTAL</b>	<b>\$10,950</b>		<b>\$10,950</b>

MARKETING/ADVERTISING:			
Montana Travel Planner	\$3,150		\$3,150
Montana Winter Guide	\$1,150		\$1,150
Other Media Options	\$25,706		\$25,706
<b>TOTAL</b>	<b>\$30,006</b>		<b>\$30,006</b>

OTHER:			
Matchprint/Shipping	\$150		\$150
<b>TOTAL</b>	<b>\$150</b>		<b>\$150</b>

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REGION/CVB PROJECT TOTAL	\$41,106		\$41,106
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**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Film Industry Advertising FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

\_\_X\_\_ Final  
\_\_\_\_\_ Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

“On-location filmmakers have been coming to Montana for over 100 years, taking pictures, leaving money. Montana was a very popular location for filmmakers throughout the 70’s, 80’s and 90’s. In the late 1990’s Canada and other foreign countries began offering financial incentives to film the same projects just over the border. Montana began losing film projects, and the positive economic impact that went with them.”\*

In 2005 the “Big Sky on the Big Screen” act was signed into law. It was amended in 2007 to provide additional dollar incentives to filmmakers. In 2009 the Montana legislature extended the sunset. With no sales tax, a 9% return on hired Montana labor and a 14% return on qualified expenditures, Montana will be able to continue to enhance its potential as a film location.\*

In an effort to continue supporting this film incentive and support our marketing goals in promoting public and private partnerships, we would like to partner with the Montana Film Office in film festival advertising. In previous years we have placed a full-page color ad in the Sundance Catalog and Moving Pictures Magazine. This year we will continue with placement in the Moving Pictures Magazine or the Sundance catalog.

Although no major films were produced in Bozeman last year we did film 2 commercials, 1 documentary, 1 multimedia/web production, 1 still shoot 5 television shoots and 1 video. These projects were filmed in Bozeman, in part, because Bozeman has the largest freelance film crew base in the state and the largest inventory of filmmaking equipment. That, coupled with beautiful scenery and film friendly city officials, makes Bozeman a perfect film production destination.

Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) are listed on the following page.

\*Source: Big Sky on the Big Screen Act, Montana Film Office 2005

**GOAL:**

- + Work to promote Bozeman as one of Montana's premier filming locations and develop partnerships with the state, other regions and CVBs and private businesses in an effort to leverage funds

**OBJECTIVES:**

- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by the calendar year 2008 numbers
- + Meet with a minimum of 75 directors/producers at the Sundance Film Festival

***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

- + Educate production companies about the state's film incentive program and the variety of locations available for filming in the Bozeman area
- + Inform production companies about the variety of services available in the community from accommodations and drycleaners to hardware stores and office equipment
- + Increase the number of productions by utilizing locations within the Bozeman area or using a variety equipment and services from the Bozeman community

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

Action 1.2 Promote Montana to targeted groups and events, emphasizing off-peak season.

1.2.c Continue to promote Montana as a film location (Page 51)

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**PRINT ADVERTISING**

***POTENTIAL PRINT AND INTERNET OPTIONS***

- + Sundance Film Festival Catalog
- + Moving Pictures Magazine

***OTHER POTENTIAL SPONSORSHIP AND FILM INCENTIVES***

- + Undaunted Courage

**FY10 PROJECT: FILM INDUSTRY ADVERTISING BUDGET**

	State Tourism Funds	Other Funds	Total
PROFESSIONAL SERVICES:			
Creative Services	\$450		\$450
Project Management	\$180		\$180
TOTAL			

MARKETING/ADVERTISING:			
Film Festival Catalog	\$2,805		\$2,805
TOTAL			

OTHER:			
Matchprint/Shipping	\$65		\$65
TOTAL			

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REGION/CVB	PROJECT	\$3,500	\$3,500
TOTAL			



**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Website Maintenance/Updates FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

\_\_X\_\_ Final  
\_\_\_\_\_ Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

The Internet continues to be a main source, if not *the* main source, of information for consumers who are planning to travel. Therefore, we will continue to update the Bozeman CVB site with current information, seasonal changes, new photography, and additional components as necessary to keep people returning to the site. Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives as outlined in the FY11 narrative are listed below. In FY11 the CVB plans to make additional improvements to the website that include programming, optimization, social media additions (Facebook, Twitter feed, blogs etc.), new photography, live chat, adding video and flash components and continuing to incorporate the Montana brand into the website.

#### **GOALS:**

- + To keep the Bozeman website current and updated with new information and improvements
- + To gather data from the visitors website usage and utilize this information to enhance and create new features on the website
- + To maintain four-season tourism revenue in Bozeman by specifically targeting the Geotraveler that appreciates the current products and services that Bozeman offers.

#### **OBJECTIVES:**

- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 5%
- + Increase the number of people who sign the guestbook to 2007 levels or above
- + Increase time on site by 30 seconds from 4:02 to 4:32
- + Increase number of users' sessions per day by 5% from 674 to 707

***IDENTIFY PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

The website maintenance and updates will encourage potential visitors to contact the Bozeman CVB for additional tourism information.

- + Showcase Bozeman's proximity to one of our state's premier natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.
- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Action 1.2 Promote Montana to targeted groups and events, emphasizing off-peak season

1.2.a Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."  
(Page 52)

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**FY11 PROJECT: WEBSITE MAINTENANCE/UPDATES BUDGET**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Website Maintenance/Updates	\$7,200	+	\$0	=	7,200
<b>TOTAL</b>	<b>\$7,200</b>		<b>\$0</b>		<b>7,200</b>

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REGION/CVB PROJECT TOTAL	\$7,200	+	\$0	=	\$7,200
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**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Marketing Plan Development FY12

**APPLICATION COMPLETED BY:** Cynthia Andrus

☒ Final  
☐ Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

The marketing plan defines the goals and objectives of the Bozeman Convention and Visitor Bureau for the next fiscal year. This project is a partnership with MercuryCSC who provides marketing support in the following areas:

- + Analysis of the previous year's plan (project evaluation, demographics and geographic analysis)
- + Attendance at monthly CVB meetings, the strategic planning sessions and the yearly statewide marketing retreat to provide feedback and gather input from the CVBs, regions and the Montana Office of Tourism
- + Writing and developing of the current marketing plan in conjunction with the Executive Director of the CVB

Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) are listed below.

**GOALS:**

- + To create and fulfill the marketing plan of the Bozeman Convention and Visitor Bureau
- + To obtain the best possible return on investment in developing the marketing plan

**OBJECTIVES:**

The projects outlined in the marketing plan are all designed to reach the objectives for our three segments:

**PRIMARY SEGMENT – CONSUMER TRAVEL**

- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers

- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 5%
- + Increase the number of people who sign the guestbook to 2007 levels or above
- + Increase time on site by 30 seconds from 4:02 to 4:32
- + Increase number of users' sessions per day by 5% from 674 to 707
- + Assist the Montana Office of Tourism with at least one media tour per fiscal year that will showcase Bozeman and the surrounding area and generate a variety of story ideas

***PRIMARY SEGMENT – FILM PRODUCTION***

- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by the calendar year 2008 numbers
- + Meet with a minimum of 75 directors/producers at the Sundance Film Festival

***SECONDARY SEGMENT – MEETINGS***

- + Continue to upgrade the Meetings and Convention portion of the website as needed
- + Work with the TBID to support Meeting and Convention efforts

***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

All areas of the marketing plan supported by this project.

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

“Coordinate highly effective promotion efforts among state, regional, local and private partners to maximize reach to specific target and niche markets...” This will be accomplished particularly through:

- 1.1.a Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Action 1.2 Promote Montana to targeted groups and events, emphasizing off-peak season

1.2.a Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana

1.2.c Continue to promote Montana as a film location (Page 51)

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.” (Page 52)

1.3.d Create cooperative marketing campaigns between agriculture and tourism (Page 53)

Action 1.4 Improve Montana’s Visitor Information System to extend visitor stays and spending.

“...other components of a comprehensive visitor information system are needed such as free Wi-Fi, podcasts, RSS feeds, video downloads, etc.”

1.4.d Use technology to enhance Montana visitor information and marketing efforts

1.4.e Expand displays of Montana destinations and products (Page 55)

**Goal 2: Attain public policy and citizen support for sustainable tourism and recreation. (Page 55)**

Action 2.1 Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.

“...show benefits to residents (e.g., jobs, taxes, support for State Parks).”

**Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands. (Page 57)**

Action 3.1 Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.

Action 3.2 Coordinate state, regional, and local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.

**Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc). (Page 59)**

Action 4.1 Promote Montana's existing historic and culture assets for the enjoyment of residents and visitors.

**Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets. (Page 63)**

Action 5.1 Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

5.1.c Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences

**Goal 7: Improve Montana's transportation system for both residents and visitors. (Page 68)**

Action 7.1 Increase air service capacity to and from Montana cities.

**Goal 9: Increase funding to maintain sustainable tourism and recreation. (Page 75)**

Action 9.1 Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

"Support changes in state law...in order to generate additional tourism and general tax revenue."

Action 9.2 Foster opportunities to pool public and private marketing dollars.

Action 9.3 Enhance funding for region and CVB marketing efforts.

“...evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.”

**Goal 10: Build an effective “team” to implement the Strategic Plan, and report results (and all of the Actions associated with this goal). (Page 76)**

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***



**FY11 PROJECT: MARKETING PLAN DEVELOPMENT FY12 BUDGET**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Project Management	\$2,100	+	\$0	=	\$2,100
<b>TOTAL</b>	<b>\$2,100</b>		<b>\$0</b>		<b>\$2,100</b>
<hr/>					
REGION/CVB PROJECT TOTAL	\$2,100	+	\$0	=	\$2,100

**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Media Tours FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

_____Final
__X__Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

Each year the Bozeman Convention and Visitor Bureau sets aside money to assist the Montana Office of Tourism in media tours. This assistance is usually through providing funding to help with transportation, lodging, meals and area attractions. The CVB also assists by acting as a liaison between the tours and the local area businesses. The CVB will continue to work in conjunction with Montana Office of Tourism on media tours scheduled in the area. Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) are listed below.

**GOALS:**

- + Work with the Montana Office of Tourism to encourage media writers/editors and film producers/directors/scouts to visit Bozeman.
- + Promote Bozeman as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds

**OBJECTIVES:**

- + Assist the Montana Office of Tourism with at least one media tour per fiscal year that will showcase Bozeman and the surrounding area and generate a variety of story ideas

***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

Many of Bozeman's primary consumer target market goals in the marketing plan are met with this project.

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers

- + Showcase Bozeman's proximity to one of our state's natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

Media exposure about Montana has the potential to bring more visitors to our state, thus increasing the bed tax revenues. Depending on the media tour, content may highlight areas or events that visitors may otherwise not know about, enticing them to visit Montana. Highlighting and promoting these activities support the strategic plan.

**DETAIL PAGES ATTACHED? YES  
APPROVAL.**

**BUDGET PAGE MUST BE ATTACHED FOR**

**FY11 PROJECT: MEDIA TOURS BUDGET**

	State Tourism Funds	Other Funds	Total
TRAVEL:			
Media Tours	\$500		\$500
<b>TOTAL</b>	<b>\$500</b>		<b>\$500</b>
<hr/>			
REGION/CVB PROJECT TOTAL	\$500		\$500

**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Bozeman Historic Cemetery Tour

Brochure/Map Reprint FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

___X___Final
_____Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

In FY08, the Bozeman CVB created phase three of a three phase historic walking tour brochure series designed to promote historic highlights of Bozeman. Phase three of the project was a self-guided walking tour brochure/map of the historic cemetery. The cemetery is rich with local history and the town's three founding father's—John Bozeman, William Beall and Daniel Rouse—are all buried there.

The cemetery covers 125 acres. The walking tour highlights 15-20 burial sites of local Bozeman historical figures. The cemetery tour not only focuses on local history but history of the American West. The names and dates, headstones and inscriptions—even the geography of the cemetery—offers clues as to how Bozeman's early residents lived and what they valued. Cemeteries are places to remember and they are full of mnemonic devices that allow us to recall not just our towns' most prominent citizens, but also a broad cross section of those average citizens and infamous characters that defined our community's historic development—its sense of place.

The Bozeman CVB is requesting funds to reprint phase three of this historic walking tour guide series. All of the brochures printed in 2008 have been distributed.

This piece cultivates a partnership between the Downtown Business Improvement District, Bozeman Historic Preservation Advisory Board, Pioneer Museum and the Bozeman Convention and Visitor Bureau. The brochure is rack card size, and unfolds on the inside, accordion style, showing the map.

**GOALS:**

- + To provide visitors with an additional activity to do in Bozeman to prolong their stay
- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand and cooperative efforts with other regions, CVBs and private businesses to leverage funds

**OBJECTIVES:**

- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers

***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.
- + Continue to support and work with private and public entities to manage Bozeman's natural, historic and cultural assets with balanced sustainable levels of resident and non-resident visitor use in order to enhance and preserve Bozeman's sense of place.
- + Educate conference attendees about the number of family, recreational and cultural activities available in the area.

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.” (Page 52)

Action 1.4 Improve Montana’s Visitor Information System to extend visitor stays and spending.

**Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands. (Page 57)**

Action 3.1 Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.

**Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets. (Page 63)**

Action 5.1 Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

***DETAIL PAGES ATTACHED YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**PRINTED MATERIALS**

Bozeman Historic Main Street Walking Tour Brochure/Map Reprint

- + Quantity: 500
- + Color: 4C
- + Size: 16 x 9 flat; 4 x 9 folded (3 folds)
- + Paper Stock: 80# text
- + Ad Sales (yes or no): No
- + Distribution Plan (areas & method): Distribution at the Bozeman Area Chamber of Commerce and Visitor Center, Pioneer Museum, Downtown Bozeman Visitor Center and rack placement with local area tourism providers in the community as requested.

**FY11 PROJECT: BOZEMAN HISTORIC CEMETERY WALKING TOUR BROCHURE/MAP REPRINT**

	State Tourism Funds	Other Funds	Total
PROFESSIONAL SERVICES:			
Creative Services	\$150		\$150
Project Management			
TOTAL			
OTHER:			
Printing and Shipping	\$1850		\$1850
TOTAL			
REGION/CVB			
PROJECT TOTAL	\$2,000		\$2000



**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Telemarketing and Fulfillment FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

\_\_X\_\_Final  
\_\_\_\_\_Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

800 line: Expense incurred to maintain an 800 number for calls coming into the call center requesting information about Bozeman

Postage/UPS: Cost to respond to consumer inquiries and other travel/tourism related request.

Fulfillment/Call Center Contractor: This expense is for the services provided by the call center to facilitate the handling of our incoming calls and to fulfill our leads by sending our travel packet.

Specific services provided by the web-enabled call center include:

- + Customized travel counseling through the Bozeman 800 number
- + Design and maintenance of customized software that captures and reports essential data including name, address, email address, phone, interests, and travel dates
- + Monthly written reports of travel guide distribution, inquiry by geographic region and inquiry by preference. These reports also include call pattern activity
- + Data entry of all telephone, mail, e-mail and faxed inquiries
- + Inquiry management and servicing of Internet inquiries and information
- + Fulfillment of inquiries with requested travel information

Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) are listed below.

**GOALS:**

- + To have all calls that come in through the 800 number documented and answered professionally by a live person
- + Use documented call and e-mail information in the marketing plan

- + To fulfill all calls and e-mail requests in a timely manner
- + Provide a clearing house for management, fulfillment and tracking of all inquiries via email, telephone, live helper chat, fax, mail and reader response cards

#### **OBJECTIVES:**

- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers
- + Increase inquiries that are directly attributable to the CVB's Consumer Advertising campaign by 5%
- + Increase the number of people who sign the guestbook to 2007 levels or above

#### **TACTICS:**

- + Store and distribute BCVB Vacation Guides
- + Develop Adobe PDF files and fulfill requests for information electronically using PDFs
- + Produce labels (electronic or printed) and provide them to lodging facilities in an efficient and cost-effect format

#### ***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

Many of Bozeman's goals in the marketing plan are met with this project.

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.
- + Showcase Bozeman's proximity to one of our state's natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the Geotourism Charter and cooperative efforts with other regions, CVBs and private businesses to leverage funds

***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? NO***

The call center alone does not support the strategic plan, however the information used from the call center (demographics, interests, etc.) will help support the plan.

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**FY11 PROJECT: TELEMARKETING AND FULFILLMENT BUDGET**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Fulfillment/Call Center Contractor	\$7,000	+	\$0	=	\$7,000
<b>TOTAL</b>	<b>\$7,000</b>		<b>\$0</b>		<b>\$7,000</b>

OTHER:					
800 Line	\$300	+	\$0	=	\$300
Postage/FEDEX/UPS	\$6,000	+	\$0	=	\$6,000
<b>TOTAL</b>	<b>\$6,300</b>		<b>\$0</b>		<b>\$6,300</b>

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REGION/CVB PROJECT TOTAL	\$13,300	+	\$0	=	\$13,300
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**ORGANIZATION NAME:** Bozeman Convention and Visitor Bureau

**PROJECT NAME:** Tradeshow FY11

**APPLICATION COMPLETED BY:** Cynthia Andrus

\_\_\_\_\_ Final  
\_\_\_X\_\_\_ Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

In FY10 the Bozeman Convention and Visitor Bureau, in partnership with the Montana Film Office, attended the Sundance Film Festival in Park City, Utah. Together the Bozeman CVB and the Montana Film Office worked with Moving Pictures Magazine to promote a Montana event at the festival. Five hundred invitations were distributed directly to filmmakers, producers and actors. The event took place on Sunday, January 24, 2010 at the Meyer Gallery on Main Street in downtown Park City with over 150 people. The event was a collaboration with Moving Pictures Magazine, the Montana Office of Tourism and the Bozeman CVB. This event was complimented by our efforts (full page ad with the Montana Film Office) with a full page color ad in the Moving Pictures Magazine.

We also participated in hosting the Sundance Filmmakers Lodge. This was an opportunity for nonprofit organizations to educate attending filmmakers about their organization and/or state, etc.

As we continue to promote Bozeman as a premier motion picture filming destination in Southwest Montana, the Bozeman CVB is requesting funding to partner with the Montana Office of Tourism in attending The Sundance Film Festival in 2011.

Additional monies in this category will be used to attend other tradeshow that focus on our market segments (consumer, film industry) as the opportunities arise. Full details regarding these shows will be submitted to the Tourism Advisory Council for final approval.

Overall results for FY10 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 narrative) are listed on the following page.

#### **GOALS:**

- + To promote Bozeman as a premier motion picture filming destination in Southwest Montana
- + To promote Bozeman as one of Montana's premier filming locations and develop partnerships with the state, other regions and CVBs and private businesses in an effort to leverage funds

## **OBJECTIVES:**

- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by the calendar year 2008 numbers
- + Meet with a minimum of 75 directors/producers at the Sundance Film Festival

## ***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.
- + Showcase Bozeman's proximity to one of our state's premier natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.
- + Educate production companies about the state's incentive film program and the variety of locations available for filming in the Bozeman area.
- + Inform production companies about the variety of services available in the community from accommodations and dry cleaners to hardware stores and office equipment
- + Increase the number of productions by utilizing locations within the Bozeman area or equipment and services from the Bozeman community.

## ***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

**Goal 1: Increase four-season tourism revenues statewide through the effective marketing and promotions, focusing on the high-value, low-impact visitors. (Page 49)**

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

“Coordinate highly effective promotion efforts among state, regional, local and private partners to maximize reach to specific target and niche markets...” This will be accomplished particularly through:

- 1.1.a Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing
- 1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

Action 1.2 Promote Montana to targeted groups and events, emphasizing off-peak season

- 1.2.a Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana
- 1.2.c Continue to promote Montana as a film location (Page 51)

Action 1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.  
“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”  
(Page 52)

**Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets. (Page 63)**

Action 5.1 Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**FY11 PROJECT: TRADESHOWS BUDGET**

	State Tourism Funds		Other Funds		Total
MARKETING/ADVERTISING:					
Film Festival	\$6,815	+	\$0	=	\$6,815
Other	\$200				\$200
<b>TOTAL</b>	<b>\$7,015</b>		<b>\$0</b>		<b>\$7,015</b>

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REGION/CVB PROJECT TOTAL	\$7,015	+	\$0	=	\$7,015
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**ORGANIZATION NAME:** Bozeman Convention & Visitor Bureau

**PROJECT NAME:** American Airlines Joint Venture

**APPLICATION COMPLETED BY:** Cynthia Andrus

_____Final
_X_ Preliminary

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

The Bozeman CVB along with several partners including the Bozeman Chamber of Commerce, the Big Sky Chamber and CVB, Yellowstone Country, Moonlight Basin, Big Sky Resort, the Yellowstone Club and other private partners are working together to bring American Airlines to Bozeman. If successful, Gallatin Field airport could see direct flights to Dallas year-round and 38 weekends from New York City beginning in this winter season (September-May).

It is estimated that we would serve 13,286 non-resident passengers (leisure and business) per year just to the Dallas/Fort Worth area. This would equate to approximately 1,200 rooms nights for the business traveler (600 passengers/ 1 passenger per party/average night stay 2) and 12,064 leisure room nights (5,429 passengers/1.8 passengers per party/average night stay 4), which equates to a total of 13,264 room nights.

One of the areas where we have seen success in the past when a new airline is interested in Bozeman is in an inbound marketing campaign (Frontier Airlines). Should we be successful in bringing American Airlines to Bozeman, we would like to participate in an inbound marketing campaign in the Dallas/Fort Worth and New York markets. At this point we do not have any details about the campaign and so I am asking for preliminary approval on this project. As more details become known I will seek final approval for this inbound marketing campaign.

**GOAL:**

- + To promote direct flights from Dallas/Fort Worth and New York on American Airlines into Gallatin Field Airport.
- + Educate the direct flight passenger of accessibility from Gallatin Field to Bozeman and Big Sky as a gateway to Yellowstone National Park and southwest Montana.

## **OBJECTIVES:**

The purpose of this step is to establish realistic, achievable objectives and assess the feasibility of your project in relation to stated objectives. Your objectives should be specific, measurable and realistic.

### **Bozeman**

- + Promote target destination and successfully fill new direct flights so that no guarantee will need to be paid at the end of the season.
- + Maintain or increase year-round visitation to Bozeman as measured by FY10 bed tax collections
- + Maintain or increase total revenue brought into the Bozeman community as measured by FY10 numbers

## ***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN WHICH SUPPORT THIS PROJECT***

- + Increase four-season revenue in the Gallatin Valley, specifically in the Bozeman and Big Sky and communities.
- + Build and maintain a consistent image of the Gallatin Valley as a premier destination in Montana.
- + Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners.
- + Continue to target markets as accurately as possible to assure funding is used to reach an audience that asks for information, travels to Gallatin Valley and spends significant dollars.

## ***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES X NO IF SO DESCRIBE HOW.***

### **Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low impact visitors.**

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns based on strategic marketing plans and track/report results (p.49-50)

“Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact and high return on investment”

Action 1.3 Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts (p.52-53)

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”

**Goal 7: Improve Montana's transportation system for both residents and non-residents.**

Action 7.1 Increase air service capacity to and from Montana's cities. (p.68)

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL.***

**FY11 PROJECT: AMERICAN AIRLINES JOINT VENTURE BUDGET**

	State Tourism Funds	Other Funds	Total

MARKETING/ADVERTISING:			
TOTAL	\$1,000		\$1,000

OTHER:			
TOTAL	\$1,000		\$1,000

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REGION/CVB PROJECT TOTAL \$1,000			
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<input checked="checked" type="checkbox"/> Final
<input type="checkbox"/> Preliminary

**ORGANIZATION NAME:** Bozeman Convention & Visitor Bureau

**PROJECT NAME:** Joint Venture—Undaunted Courage

**APPLICATION COMPLETED BY:** Cynthia Andrus

**Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.**

The Montana Film Office has relentlessly been pursuing the production of Undaunted Courage, the epic story of Lewis and Clark's journey across the nation to film in Montana.

Currently Montana is the location choice and HBO films, in conjunction with National Geographic, is planning to film this story as a mini-series and base it out of Bozeman.

As the schedule and script currently stand, Montana is the setting for four episodes and part of the fifth with an estimated spend of nearly \$24 million. One of the many factors in getting them to consider Montana was the decision of many regions and CVBs to contribute to a joint venture with the Montana Office of Tourism to raise money for this film promotion. This application is specifically for that request.

**GOALS:**

- + Work to promote Bozeman as one of Montana's premier filming locations and develop partnerships with the state, other regions and CVBs and private businesses in an effort to leverage funds.
- + Educate production companies about the state's film incentive program and the variety of locations available for filming in the Bozeman area.
- + Inform production companies about the variety of services available in the community from accommodations and dry cleaners to hardware stores and office equipment.
- + Increase the number of productions by utilizing locations within the Bozeman area or using a variety of equipment and services from the Bozeman community.

## **OBJECTIVES:**

- + Maintain the amount of revenue brought into the Bozeman community through film production as measured by the calendar year 2008 numbers. (This production will increase revenues considerably.)

## ***IDENTIFY THE PORTIONS OF YOUR MARKETING PLAN THAT SUPPORT THIS PROJECT.***

- + Increase four-season tourism revenue in Bozeman. This marketing effort focuses on attracting high-value, low impact visitors as defined by the Montana Tourism and Recreation Strategic Plan, including the Geotraveler, who appreciates the products and services that Bozeman offers.
- + Showcase Bozeman's proximity to one of our state's premier natural wonders, Yellowstone National Park. Promote Bozeman as a "home base" while planning day trips into Yellowstone and other points of interest around the area. Work with Big Sky and West Yellowstone CVBs and Yellowstone Country to iconify the entire Yellowstone National Park corridor as one unique experience.
- + Build and maintain a consistent image of Bozeman as southwest Montana's premier vacation destination through all marketing efforts. This includes the implementation of the Montana brand, the focus on the Geotraveler as the target audience and cooperative efforts with other regions, CVBs, the Bozeman Tourism Business Improvement District (TBID) and private businesses to leverage funds.
- + Educate production companies about the state's incentive film program and the variety of locations available for filming in the Bozeman area.
- + Inform production companies about the variety of services available in the community from accommodations and dry cleaners to hardware stores and office equipment.
- + Increase the number of productions by utilizing locations within the Bozeman area or equipment and services from the Bozeman community.

## ***DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN? YES***

Action 1.1 Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

"Coordinate highly effective promotion efforts among state, regional, local and private partners to maximize reach to specific target and niche markets..." This will be accomplished particularly through:

- 1.1.a Expand public-private marketing partnerships with tourism businesses and attractions

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional and CVB advertising efforts (Page 50)

1.2 Promote Montana to targeted groups and events, emphasizing off-peak season.

1.2.c Continue to promote Montana as a film location (Page 51)

1.3 Work collaboratively with other tourism-marketing partners to plan and implement priority marketing efforts.

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”  
(Page 52)

***DETAIL PAGES ATTACHED? YES***

***BUDGET PAGE MUST BE ATTACHED FOR APPROVAL***

**FY11 PROJECT: JOINT VENTURE WITH THE MONTANA FILM OFFICE FOR THE PRODUCTION OF UNDAUNTED COURAGE**

	State Tourism Funds	Other Funds	Total
PROFESSIONAL SERVICES:			
Creative Services	\$0		\$0
Project Management	\$0		\$0
TOTAL			

MARKETING/ADVERTISING:			
Advertising	\$1,000		\$1,000
TOTAL			

OTHER:			
Matchprint/Shipping	\$0		\$0
TOTAL			

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REGION/CVB	PROJECT	\$1,000	\$1,000
TOTAL			



**THE BOZEMAN CONVENTION AND VISITOR BUREAU CONTRIBUTES TO A POSITIVE QUALITY OF LIFE IN BOZEMAN BY PROMOTING TOURISM AS A SUSTAINABLE INDUSTRY.**

